

DRAFT

5 June 1967

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Coordination of TSD and ORD R&amp;D Activity

1. Research and development has not been satisfactorily coordinated between TSD and ORD, nor does a workable arrangement exist whereby this could be achieved on a continuing basis.

2. It was generally understood at the time ORD was organized that it would perform research and exploratory development in broad support of <sup>CS</sup> ~~Agency~~ interests, and would be advised and guided in this role by <sup>TSD</sup> ~~the other technical organizations of the Agency~~ which would describe future needs and acceptable operational parameters. For a variety of reasons this expectation has not been realized. Some programs in which ORD and TSD are both working have been coordinated from time to time, but these sporadic events have had little lasting effect, and were at best ad hoc compromises rather than true coordination. In addition to these specific events, usually prompted by the Executive Director-Comptroller, a comprehensive plan for Agency-wide coordination of R&D was developed and circulated for comment about 15 months ago.

3. Key technical personnel of our Directorates have recently addressed the TSD/ORD interface problem, and have determined that:

a. Optimum and lasting coordination of the ORD/TSD interface is dependent upon resolution of over-all coordination of Agency R&D in accordance with the attached draft notice.

b. Planning guidance developed jointly by the Deputy Directors describing broad Agency objectives in R&D and allocating resources can significantly enhance the efficiency of the Agency R&D program, and eliminate most of the inter-office friction, and frustration of technical personnel which now results because of the "bottoms-up" approach to R&D.

c. Simple language and procedures can be uniformly used by all technical elements which will improve communication between the personnel performing research and exploratory development and those responsible for engineering it: it will also improve communication with non-technical personnel.

*Review*

d. Some broad, long-term changes in staffing appear desirable so that ORD becomes more heavily populated with research-oriented personnel, and the other technical elements with more engineering-oriented personnel. Extant inter-office "personality problems" have been identified, and resolution is feasible. *it will*

*defined & identified portion of the Agency budget should be devoted to R & E for ORD, which is not specifically defined in the attached draft notice.*

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4. We subscribe to Frost's observation that "Good fences make good neighbors," and believe that reasonable fencing of areas of responsibility will reduce duplication and organizational friction; promote cooperation and communication, especially if the fences are built so that a useful degree of insight can be maintained across the fence. We further subscribe to the desirability of identifying Agency R&D objectives so that the various technical components can more intelligently and efficiently develop a coordinated and mutually supporting plan for achieving those objectives.

The Ad Hoc Committee has edited and slightly revised the

April 66 draft Notice [REDACTED]

[REDACTED] to improve its clarity: we recommend

coordination of this attached revised draft Notice with the DD/S and DD/I and prompt official publication. This will provide a satisfactory and flexible fence-building mechanism to improve the over-all Agency coordination and permit development of an environment which can preclude most of the current problems.

As an interim measure we have concurred in a Statement of Understanding which is consistent with the revised draft Notice: this Statement is attached for information.

5. In recognition of the outstanding achievements of the Ad Hoc

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Committee we recommend a double quality step increase in grade for the Chairman, and a quality step increase for the members.

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DESMOND FITZGERALD  
Deputy Director for Plans

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CARL E. DUCKETT  
Deputy Director for  
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